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CENTRAL INTELLIGENCE AGENCY  
Washington 25, D. C.

MEMORANDUM FOR THE EXECUTIVE SECRETARY, NATIONAL SECURITY COUNCIL

SUBJECT: Long-range Planning for National Intelligence Production

1. In my capacity as your intelligence adviser I have become increasingly concerned with the problem of narrowing the gap between your intelligence production requirements and the actual intelligence produced by the machinery subject to my coordination.

2. It appears to me that the flow of production requirements from national intelligence consumer to national intelligence producer has not been adequately systematized, and that this flow consequently tends to be characterized by irregularity and short-term emergency requirements. Under such circumstances the producer, while able to engage in spot reporting and estimating with full confidence in its pertinence to national security problems, is left largely to his own resources in appraising the long-range national requirements for his intelligence product. As a result his efforts in the latter respect are in danger of being one-sided, or even wasteful.

3. In view of this situation, I am directing my agency to make careful studies of policy papers, intelligence requests, and intelligence reports, and to derive, for each major area of the world as well as for selected functional fields, a concise concept of the principal considerations and objectives which, from the standpoint of United States security, should govern the planning and production of national intelligence. As each of these intelligence concepts is completed, I intend to submit it to you with a request for verification of its applicability to national security problems and objectives.

4. Subsequent to your approval or modification of a series of such intelligence concepts, it is my intention to present them in succession to the Intelligence Advisory Committee as a basis for evolving integrated plans of national intelligence production, designed to meet the considerations and objectives set forth in the concepts. At subsequent intervals the concepts will be reviewed to insure their continued applicability in the light of new events.

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5. The development of integrated national intelligence production plans, (based on concepts approved by you,) is in my consideration the key to coordination of intelligence production, which in turn is the basis of coordination for all other foreign intelligence activities throughout the governmental structure. While it is recognized that the procedure I suggest will not eliminate the occurrence of unpredictable intelligence production requirements, it will provide the high-level, long-range guidance prerequisite to adequate national intelligence planning, and will furnish standards for judging the validity of intelligence requests not directly related to stated National Security Council requirements.

6. Attached hereto at Tab A for your consideration is a concept of national intelligence production on the Far East in the form of a staff study.

7. There is also included at Tab B a proposed intelligence production plan designed to meet the intelligence objectives contained in the concept. This enclosure, which is still undergoing analysis and revision by Central Intelligence Agency, is submitted merely in amplification of the concept, and not necessarily for National Security Council review and comment, since it has not been discussed within the Intelligence Advisory Committee, and will not be discussed therein until your comments upon the concept have been received.

R. H. HILLENKOETTER  
Rear Admiral, USN  
Director of Central Intelligence

Enclosures: (2)  
Tabs A and B